Panelists

Elaine M. Howle, CPA
California State Auditor
State of California

- California State Auditor
- 33+ years of auditing, management, and leadership experience
- A trusted voice, frequently called upon to provide testimony in legislative hearings
- Certified Public Accountant and Certified Government Financial Manager
- 2014’s 15 Most Influential Professionals in Government Audit, The IIA
- Public Official of the Year in 2012, Governing Magazine
Panelists

Brenda D. Roberts, CPA, CFE, CIA
Chief Audit Executive
City of Oakland California

- City Auditor for City of Oakland, 3rd largest city in San Francisco Bay Area
- 20+ years of professional experience as a CPA, CIA, and CFE working with KPMG and Deloitte
- Performed audits for agencies including F500 companies, U.S. Office of Inspector General, U.S. Department of Labor and City/County of San Francisco
- Knighton Award-Gold, National Local Government Association
- Exceptional Achievement Award, U.S. Department of Labor
Laurie Hanover, CIA  
Chief Audit Executive  
Twitter  

Head of Internal Audit and SOX Compliance at Twitter  
She leads a global team focused on Internal Audit, SOX compliance, Enterprise Risk Management, and ISO 27001 and PCI compliance testing  
Experience include leading global Internal Audit and SOX teams at Zynga, Electronic Arts, and Cisco Systems after leaving PwC as a senior manager  
She is a Certified Internal Auditor and is a graduate of Cornell University
Panelists

Julie Sniegowski, CPA
Chief Audit Executive
Centene Corporation

• VP of Internal Audit at Centene Corporation, a Fortune 500 multi-national healthcare company (audit function size: 30)
• Centene provides government sponsored healthcare programs and services, focusing on under-insured and uninsured individuals
• Over 11 years of internal audit experience with Centene alone
• Prior to Centene, 2 years with KPMG in assurance
• Graduated from University of Missouri with a Masters in Accountancy
Panelists

- Managing Director in the Risk Consulting practice at KPMG in San Francisco
- 16 years of leadership experience serving domestic and global clients, focusing on Internal Audit, Enterprise Risk Management, Governance, Risk and Compliance, and Sarbanes-Oxley
- Serves on the Board of the Financial Women of San Francisco and is the 2017 President-elect
- Active member of the KPMG Network of Women.
Forum Agenda

• Foundation of Leadership
• The Pursuit of Leadership
• Staying in the Game Successfully
• Passing the Leadership Baton
• Q&A
“Leadership is not about titles, positions, or flowcharts. It is about one life influencing another.”

- John C. Maxwell
Opening Question

1. What does leadership mean to you?
Foundation of Leadership
Foundation of Leadership
2. What is one characteristic that you believe every leader should possess?
Foundation of Leadership

3. Are leaders born or made?
3. Are leaders born or made?

Source: Center for Creative Leadership, 2012 Global Survey, C-Suite, Chief Executives from 53 different countries
The Pursuit of Leadership
The Pursuit of Leadership

4. What is a key reason you have pursued leadership roles within your organization?
5. Can you name a person who has had a tremendous impact on you as a leader? Do you have a coach or mentor?
The Pursuit of Leadership

"IF YOU WANT SOMETHING, GO GET IT. PERIOD."
-CHRI$ GARDNER
Staying in the Game Successfully
Staying in the Game Successfully

6. Describe your leadership style and the qualities that help you engage others?
Staying in the Game Successfully

7. Can you explain the impact, if any, social networking has on your leadership style or organization culture?
Staying in the Game Successfully

8. What soft skills do you use the most in your leadership roles?
Staying in the Game Successfully

9. What is the biggest challenge women in leadership face today and leaders in general?
10. What is the one behavior or character trait you have often seen derail leaders’ careers?
Staying in the Game Successfully

10. What is the one behavior or character trait you have often seen derail leaders’ careers?

"Ability may get you to the top, but it takes character to keep you there."

~ John Wooden
Staying in the Game Successfully

11. How do you effectively manage and keep top talent within your audit function with limited resources?
Passing the Leadership Baton
Passing the Leadership Baton

12. What are common obstacles leaders may cross while inspiring a shared vision? How can you overcome them?
13. What is your strategy, if any, behind succession planning? How are you developing future leaders for the organization and audit function?
Closing Question

14. What advice would you give someone, in general, about being a leader? Any advice for neophyte leaders?
If your actions inspire others to dream more, learn more, do more and become more, you are a leader.

John Quincy Adams
Questions & Answers

Moderator
Christopher Polke, IIA

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Laurie Hanover, Twitter
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Paige Venable, KPMG